



3Q25 Investor Conference

Nov. 25, 2025

■ Safe Harbor Statement

- D-Link's statements of its current expectations are forward-looking statements subject to significant risks and uncertainties and actual results may differ materially from those contained in the forward-looking statements, including the cyclical nature of our industry, our ability to compete effectively general economic and political conditions, demand in end market, impact of competitive products and pricing, exchange rate fluctuations, and other risks beyond the control of the Company.
- Except as required by law, we undertake no obligation to update any forward-looking statement, whether as a result of new information, future events, or otherwise.

Agenda

- **Financial Results**
- **Operational Priorities & Product Strategies**
- **Business Operations and Future Outlook**
- **Q&A**

Financial Results

3Q25 Income Statement – QoQ/YoY Comparison

NT\$M	Quarterly Results					YTD Results		
	3Q24	2Q25	3Q25	QoQ %	YoY %	YT 3Q24	YT 3Q25	YoY %
Net Sales	3,680	3,151	3,444	9.3	(6.4)	10,964	9,932	(9.4)
Gross Profit	1,122	786	890	13.2	(20.7)	2,837	2,481	(12.5)
Operating Expenses	950	852	891	4.6	(6.2)	2,861	2,605	(8.9)
Operating Income (Loss)	172	(66)	(1)	98.5	(100.6)	(24)	(124)	(416.7)
Total Non-Op. Inc. (Loss)	90	(26)	141	642.3	56.7	422	86	(79.6)
Income Before Tax	262	(92)	140	252.2	(46.6)	398	(38)	(109.5)
Net Income (Loss)	183	(130)	72	155.4	(60.7)	213	(184)	(186.4)
Non-controlling Interests	5	8	58	625.0	1,060.0	67	105	56.7
Net Income (Loss) Attributable to Parent	178	(138)	14	110.1	(92.1)	146	(289)	(297.9)
EPS (NT\$)	0.30	(0.23)	0.02			0.24	(0.48)	
Outstanding shares (m)	598	599	599			598	599	
Gross Profit % (GP %)	30.5%	24.9%	25.8%			25.9%	25.0%	
Operating Expenses % (OPEX %)	25.8%	27.0%	25.9%			26.1%	26.2%	
Operating Margin % (OPM %)	4.7%	-2.1%	0.0%			-0.2%	-1.3%	
Net Income % (NI %)	4.8%	-4.4%	0.4%			1.3%	-2.9%	
Return on Equity (ROE)						1.8%	-1.6%	

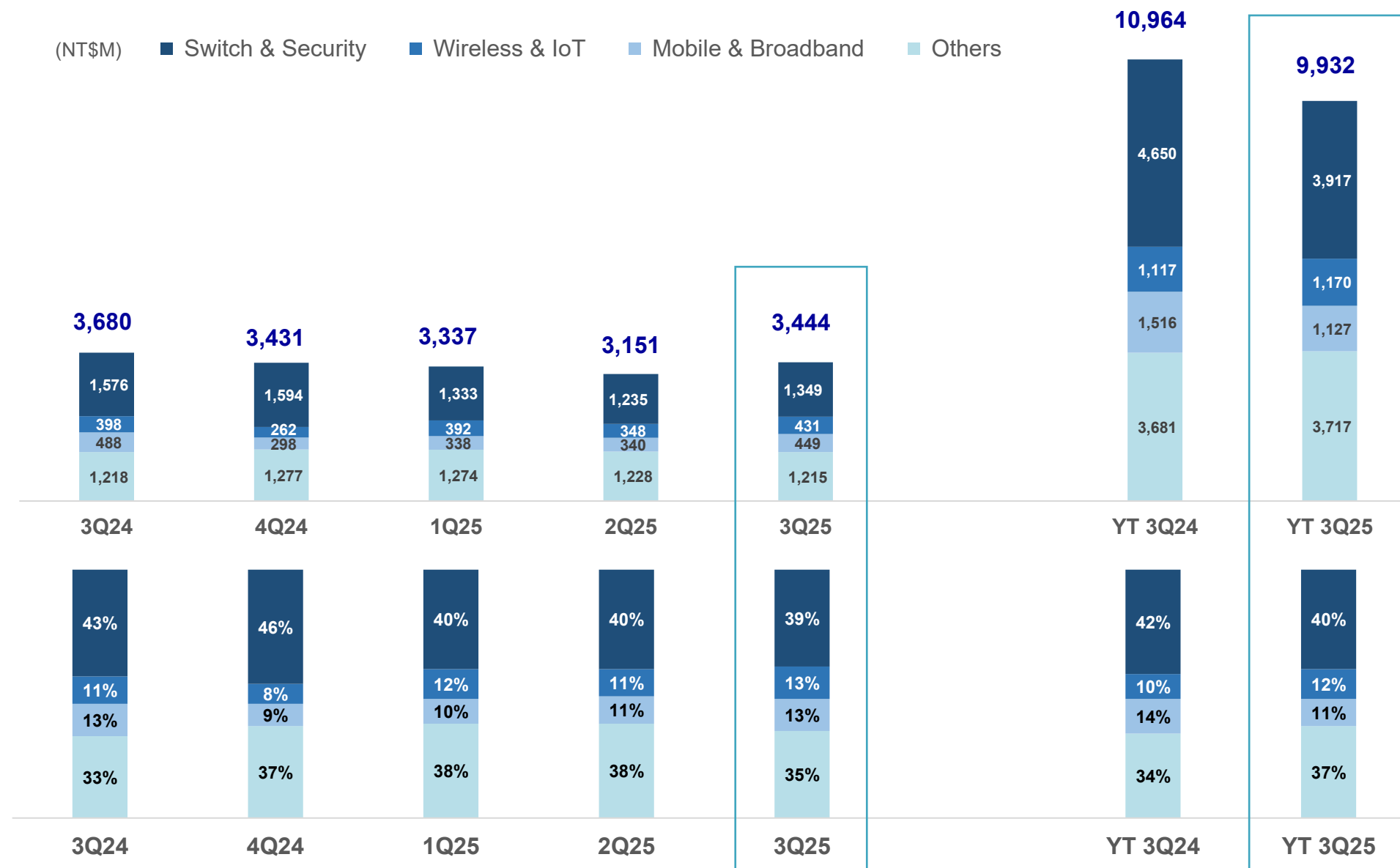
3Q25 Balance Sheet – QoQ/YoY Comparison

NT\$M	Quarterly Results				
	3Q24	2Q25	3Q25	QoQ %	YoY %
Cash & cash equivalents	3,879	3,657	3,034	(17.0)	(21.8)
Account Receivable	3,276	2,692	2,950	9.6	(10.0)
Inventory	2,813	3,036	3,078	1.4	9.4
Other Current Assets	1,841	1,368	1,348	(1.5)	(26.8)
Non-current Assets	4,910	5,119	5,399	5.5	10.0
Total Assets	16,719	15,872	15,809	(0.4)	(5.4)
Accounts Payable	2,006	2,183	2,138	(2.1)	6.6
Other Current Liabilities	2,138	1,943	1,969	1.3	(7.9)
Non-current Liabilities	1,043	896	852	(4.9)	(18.3)
Total Liabilities	5,187	5,022	4,959	(1.3)	(4.4)
Total Shareholders' Equity	11,532	10,850	10,850	0.0	(5.9)
Book Value Per Share	15.1	13.9	14.0		
Current Ratio	285.0%	260.7%	253.5%		
Debt/Asset Ratio	31.0%	31.6%	31.4%		
Cash Conversion Cycle	154	132	135		

Operational Priorities & Product Strategies

From Device to Solution: Tools Evolve into Value

Product Mix



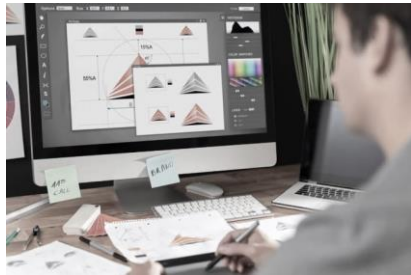
Sales by Region



Product Strategies – from device to solution

D-Link's product strategy has evolved from offering **standalone devices** to a more **integrated, purpose-driven plan**. This encompasses designing and building **home networks**, solutions for **personal mobile offices**, **commercial switches for various industries**, and diverse **solutions for vertical sectors**.

On-the-Go Solution



Designed specifically for digital nomads and mobile workers. It includes a complete solution for connectivity, power supply, and port expansion. The devices are lightweight and easy to use, significantly boosting personal productivity.

Home Wi-Fi 7 Solution



Driven by the need for whole-home coverage without dead spots and ubiquitous network signals, we utilize the latest Wi-Fi 7 tri-band and dual-band wireless routers and adapters to create the ultimate fast home connectivity solution.

Enterprise Network Solution



Enterprise network solutions for catering, residential, retail, education, government, enterprise, hospitality, and manufacturing sectors. In response to the widespread adoption of Wi-Fi 6/7, edge switches are being upgraded to 2.5G/10G, and core switches are being enhanced to 25G/100G.

Industrial 4G/5G Solution



Providing 4G/5G connectivity hardware and software solutions for vertical industry applications such as transportation and EV charging stations. Features remote monitoring via the D-ECS platform, with a focus on markets in Europe, the Americas, and Southeast Asia.

On The Go Solutions

Application: Mobile work, business travel, and instant meetings

Requirement: Seamless mode switching across various scenarios, stay productive wherever they go

Key Features:

1. Designed to meet user needs for connectivity, I/O expansion, and power supply
2. Slim, compact, and easy to carry
3. Modular design enables device combination for enhanced usability



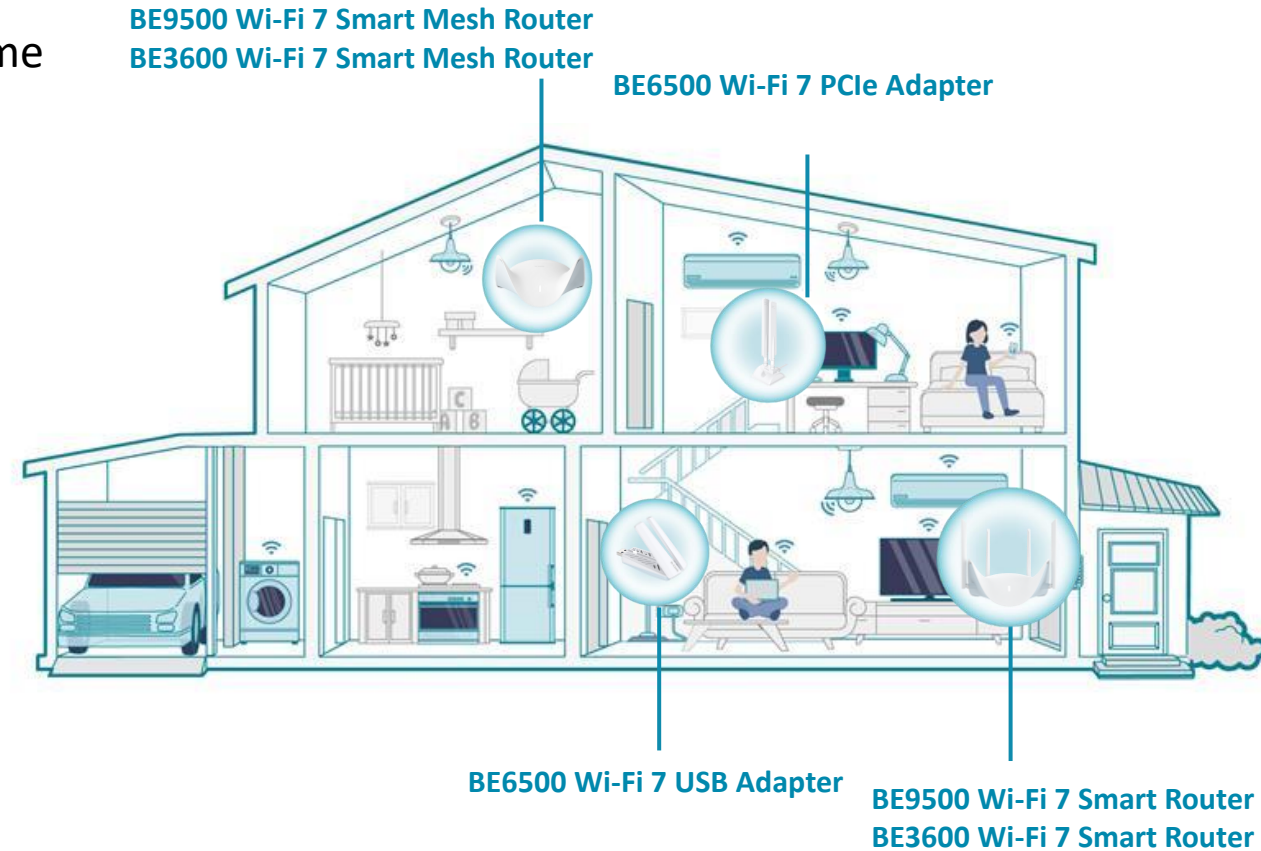
Whole-Home Wi-Fi 7 Solution

Application: Whole-home Wireless Internet, Smart Home

Requirement: High-bandwidth streaming, cloud gaming and smart home applications, ensuring stable performance even in multi-device environments

Key Features:

1. Whole-home mesh Wi-Fi coverage, no dead zone
2. Low latency, smooth 8K streaming, immersive AR/VR
3. High speed, easy Wi-Fi 7 upgrades for PCs and laptops



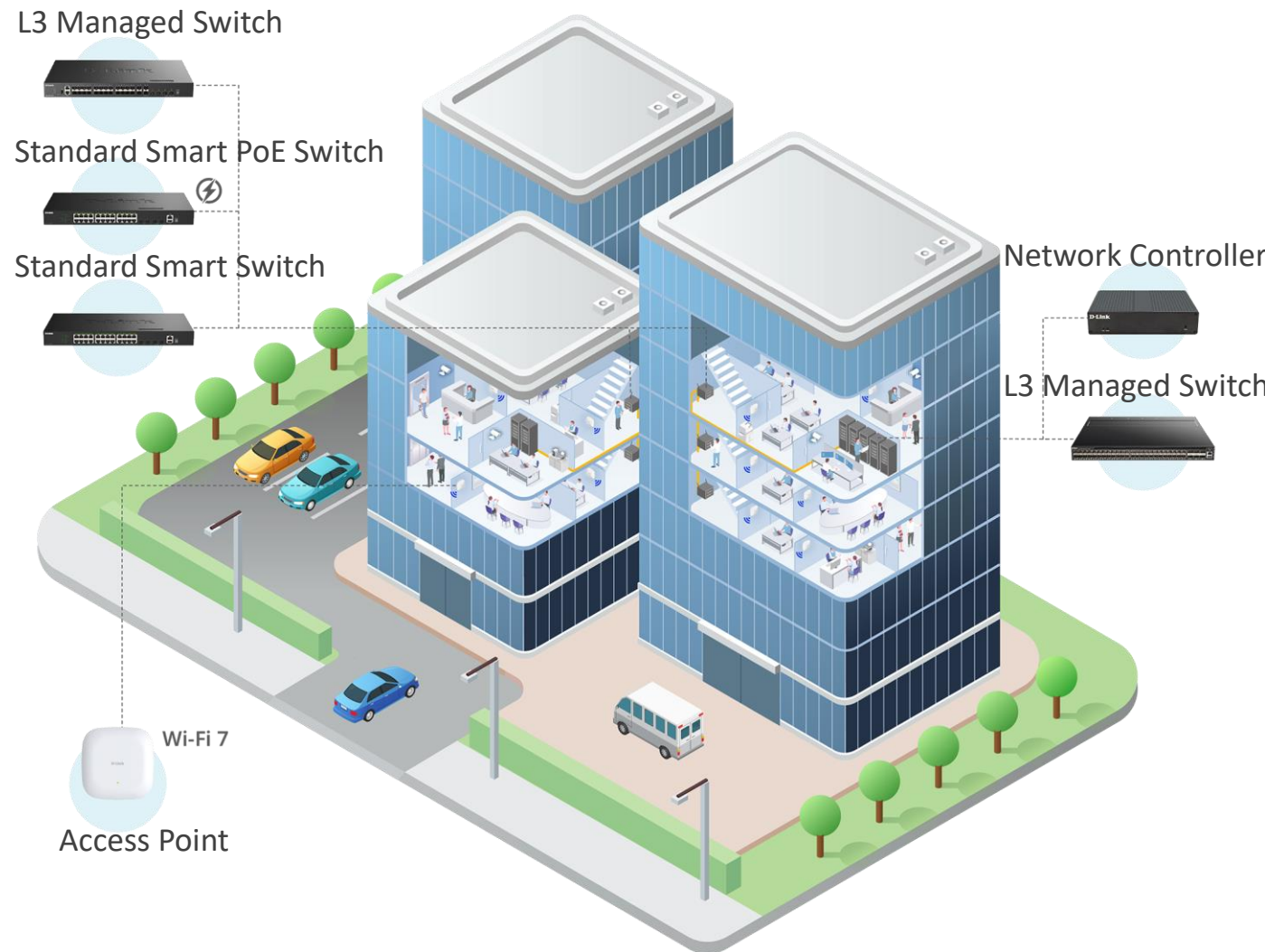
Midsize Enterprise Network Solution

Application: Midsize office for expansion and digitalization

Requirement: High-performance, flexible, robust and scalable network infrastructure that supports multi-floor connectivity across buildings, diverse interfaces, and applications like voice, video, and data to ensure operational efficiency, stability

Key Features:

1. High-speed network switching, consolidating endpoint data transmission needs
2. Stable Wi-Fi connections with high bandwidth, high availability, high security
3. Centralized management capabilities to enable efficient network management and network stability



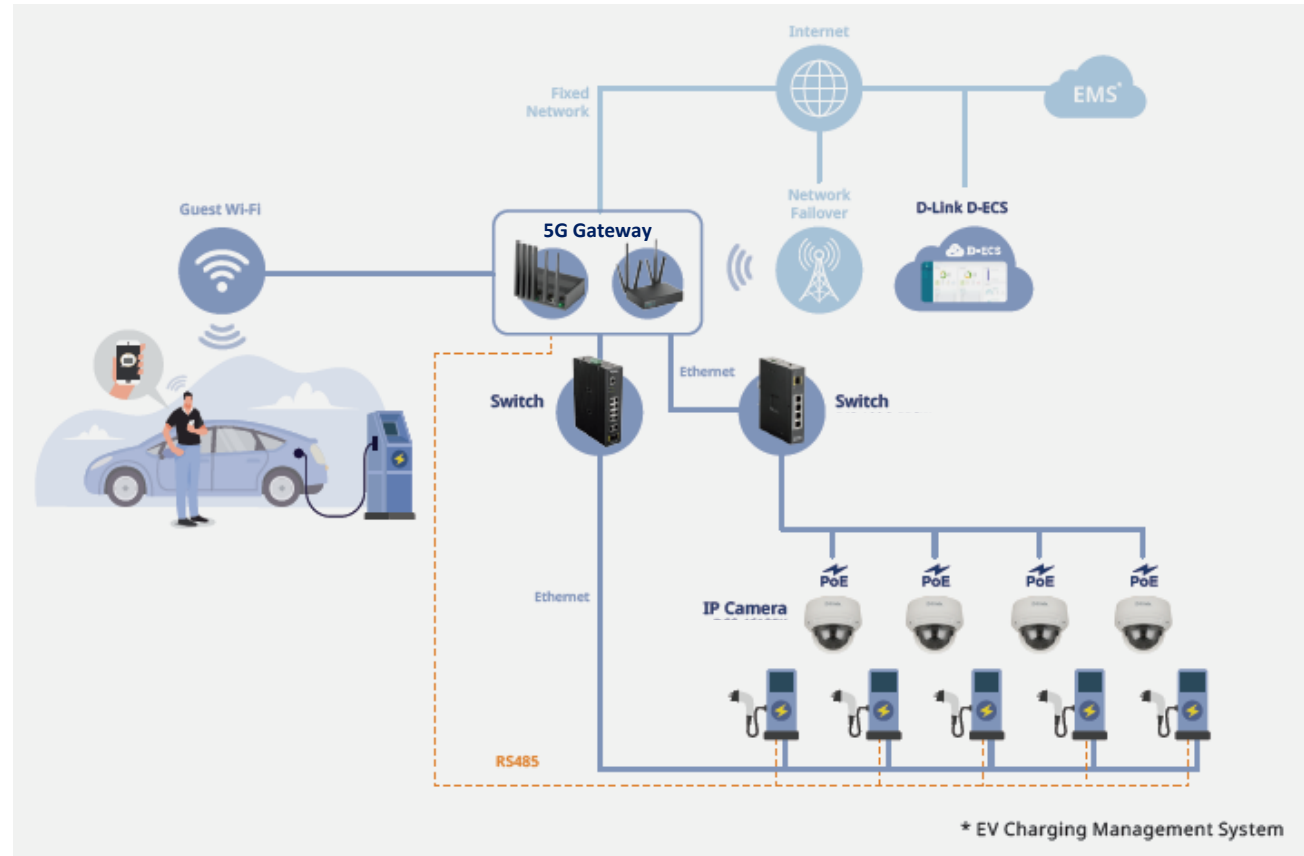
Industrial Vertical Solution

Application: EV Charging Station

Requirement: 4G/5G connectivity to bypass fixed-line service inconvenience, industrial-grade temperature resistance and reduced maintenance

Key Features:

1. Cloud management for centralized remote monitoring of equipment and network status
2. Service data and camera feeds from each charging pile are sent to the headquarters via secure encrypted tunnels, significantly boosting service quality



Product Vision

Scalable solution

Reliable

Manageable

Efficient

Secure



D-Link



Benefits of D-Link's Turnkey Solutions

Why do you need our turnkey solution? This turnkey solutions integrated with management software and hardware products provided by one manufacturer offer the customers these benefits, including reduced complexity, increased efficiency, and improved performance.



Seamless Integration



Simplified Implementation



Single Contact



Time-to-market



Cost-Effectiveness



Performance

2025 Award

Q2 Won the German "Red Dot Design Award"



Q4 Won 34th Taiwan Excellence Award



Q4 Honored with the "Consumer Product of the Year" at the IoT Breakthrough Award



Latest ESG Performance

Corporate
Governance Evaluation

106.04

2025.04

- Top 5% of all listed companies for two years.

Sustainalytics
ESG Risk Rating

19.8

2025.03

- Maintained a low-risk rating for three consecutive years.

FTSE Russell
ESG Score

4.4

2024.12

- Achieved a perfect score in governance for 3 consecutive years.
- Total score increased by 15.8% from the previous year.

S&P Global
CSA Score

57

2024.11

- Top 3% in the global communication equipment industry.
- Included in the S&P Global Sustainability Yearbook 2025.

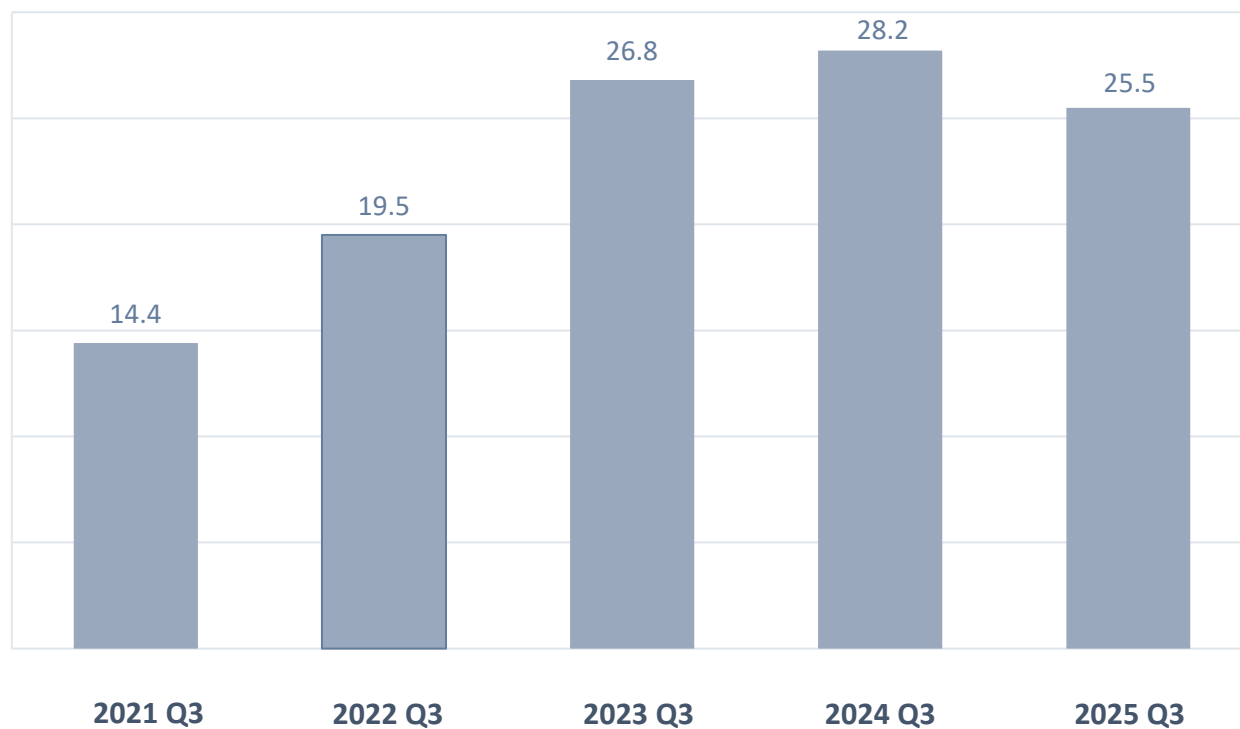


Business Operations and Future Outlook

A man with a beard, wearing a dark suit, white shirt, and patterned tie, is looking down at a tablet computer he is holding. The image is overlaid with a semi-transparent blue filter. In the foreground, there are several large, white, abstract geometric shapes that resemble stylized letters or symbols, partially obscuring the man and the tablet.

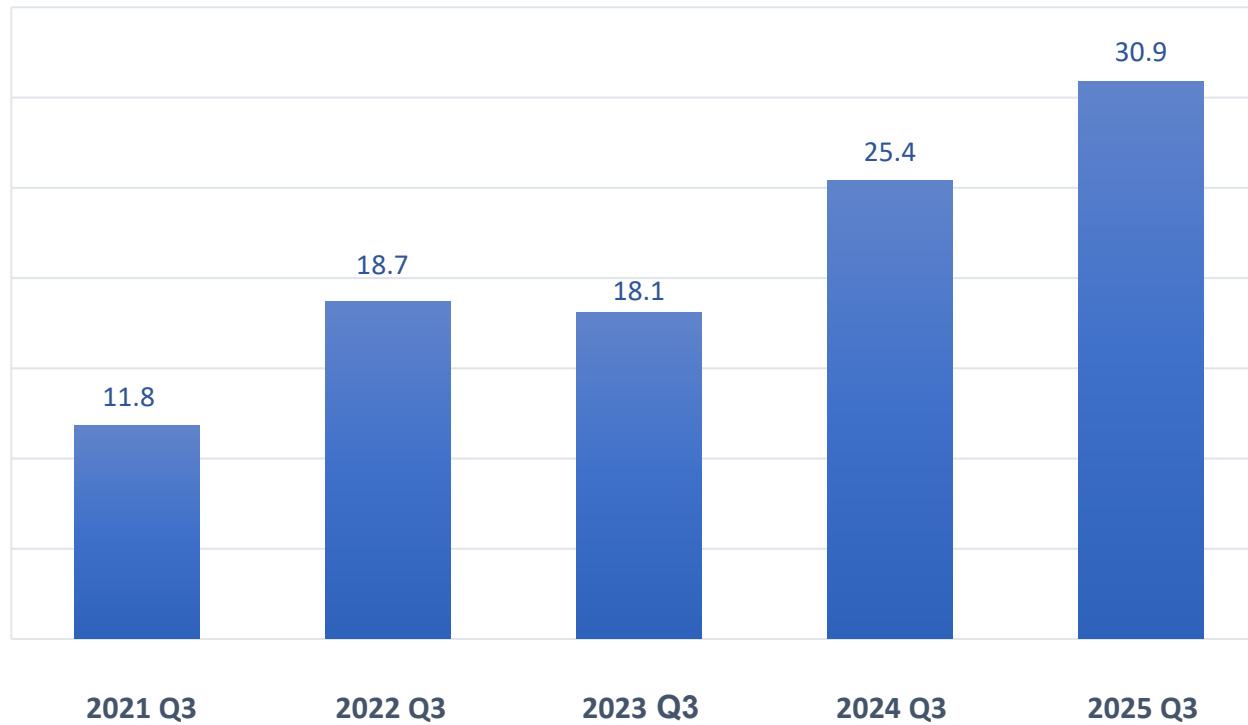
Consumer Cloud Recording Solution

Subscription Revenue (NT\$ Million)



Business Cloud Recording Solution

Subscription Revenue (NT\$ Revenue)



U.S. Tariff Policies and U.S.-China Geopolitical Competition

Current Situation :

The rivalry between the U.S. and China has become entrenched, with tariffs serving as just one of the competitive tools in use.

Action :

D-Link will continue to closely monitor future developments and adopt a global production strategy. This includes leveraging supply chains in mainland China while retaining control over R&D and key materials to ensure flexibility and strategic advantage.

Potential Business Opportunities :

- Strengthen “Made in Taiwan” (MIT) positioning
- Enhance product planning and R&D capabilities

Leverage China’s supply chain to improve product pricing competitiveness

Expand global production and partnership networks

Q & A

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Thank You.

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